



Coast Guard Academy Board of Trustees

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U.S. Coast Guard Academy Board of Trustees

Spring 2003 Meeting

The 2003 Board of Trustees (the Board) Spring meeting was held at Ft. McNair 3 April 2003. The Board focused on three major topics: Coast Guard Academy strategic planning, the Academy's sexual assault/harassment climate, and suggested Homeland Security training/education programs.

In attendance:

RADM Venuto
RADM Olsen
RADM Kinghorn
RADM Belz
RADM Brice-O'Hara
RADM Pearson
RADM Papp
VADM Costello (Ret.)
RADM Schneider (Ret.)
Dr. Heiner
Mr. Sommerville
Mr. Horowitz
COMMO Melera
RADM Busick (Ret.)

The meeting was originally slated as a 1-1/2 day assembly to be hosted at the Coast Guard Academy. In an effort to ensure maximum attendance during this operationally challenging period, the meeting was condensed to five hours and the meeting location was changed to Ft. McNair.

Coast Guard Academy Strategic Planning

Coast Guard Academy planners continue to emphasize the need to better understand internal and external influences that impact Academy strategic management, and are resolved to leverage appropriate software to enhance that process. RADM Olsen provided a two-hour brief that included an overview of initiatives and progress, strategic assumptions and trends, gaps and challenges, and he concluded by providing a software demonstration of a

balanced-scorecard program, CorVu, which is being tested by the Academy. CorVu is designed to help organizations better manage, analyze, measure, and plan. The program provides a visual representation of each element comprising the scorecard, links each element to associated metrics, provides a score for each element based on weighted metrics, and provides drill down capabilities.

The Coast Guard Academy posited a list of strategic assumptions that underpin the decision-making process. Three primary concerns relating to the assumptions led to extended Board discussion. First, difficulties associated with SCANTS continue to be a concern for the nautical science staff. Only one spare computer board is in inventory, and it is impossible to replenish the stock (due to outdated hardware that is no longer produced). G-W made a commitment to find the funding to upgrade the system and has asked G-O, G-S, and G-CIT for assistance. Second, the Chase Hall construction project is at risk. The Board found this especially troubling given the safety and habitability issues associated with Chase Hall. Third, faculty diversity continues to be an issue, especially given the focus of diversity management Coast Guard-wide. Although the Academy staff has identified several potential candidates to help bridge the diversity gap, a flexible system is not in place to hire them. As a temporary solution, Booz Allen Hamilton offered to partially fund a one-year chair for \$50K. This non-appropriated funding, along with additional Coast Guard Foundation funding, allowed the Academy to hire a highly regarded economist who is an African American woman. Additionally, four PCTS instructors were selected that included two women and one African American man.

Several of the budgetary challenges discussed are exacerbated because of an Academy base that is not at the appropriate level. The inherent uncertainties associated with the annual budget process does not support planning and execution for an institution where the corps size is fixed for four years and annual decisions are not made until the school year is virtually over.

Sexual Assault/Harassment Climate

The Academy has taken a proactive stance to reduce the likelihood of sexual assault and harassment. The first step to determine the proclivity of sexual assault or misconduct at the Academy was to research the number and type of associated incidences. The most severe type of accusation is that involving alleged non-consensual sexual misconduct. Eight incidences that fall into this category were reported since 1993, and in six of these cases the accused cadets were either disenrolled or they resigned (it was not possible to conclude non-consensual misconduct in two cases). There is no record of any cadet presenting a formal complaint for sexual harassment¹ since 1999.

Part of the success of the healthy campus climate is attributed to the Academy's sexual assault policy. Several elements comprise the policy including open communication (e.g., option of using contracted civilian counselors located off campus), training, prevention, accountability, and victim support. Environmental factors, such as the Coast Guard's core values, establishment of the sexual assault task force, a proactive alcohol awareness program, small cadet population, etc., also help to ensure a healthy campus climate. The next step in the process will be to measure cadet attitudinal dimensions related to climate (vis-à-vis sexual assault and harassment).

¹ Sexual harassment includes practices ranging from direct requests for sexual favors (including quid pro quo) to workplace/campus conditions that create a hostile environment.

Homeland Security Training/Education

The information and recommendations outlined in two documents, *Mid Level Manager Staff Course White Paper* and *The Case for a Homeland Security University*, provided a contextual framework for discussion on HLS training and education. Recommendations provided in the documents may be opportune given Secretary Ridge's apparent admiration for the quality of leadership throughout the Coast Guard. The Board agreed that it was a good idea and the right time to establish a DHS executive development course and a mid-level manager's course. Two concerns, however, were discussed. First, the Board believes that any HLS training should be designed to bridge the gap between the organization's goals (or strategies) and current capacities, and should include participation in development by key organizational elements within DHS. Second, there was discussion on the possibility that HLS training may dilute the Coast Guard Academy. The predominant feeling was that hosting HLS training would benefit the cadets, not reduce the effectiveness of the learning environment. Currently, the Academy has two temp MTS personnel (billets are scheduled to expire 30Sep2003) who are spending some of their time helping to develop the HLS Institute strategic concept.

Coast Guard executive development planning will continue during the next several months—the Flag Officer/SES course could evolve into a DHS course with multiple convenings. One notion is to promote the Coast Guard Academy as the predominant executive development facility because it is the only degree granting institution within DHS. The Board's primary recommendation to the Commandant is to initiate dialogue with Secretary Ridge and Deputy Secretary England.

Other Business

The Board thanked outgoing members, RADM Kinghorn, RADM Pluta, and RADM Garrett, for their contributions to the Board. RADM Gilmour will replace RADM Pluta as the G-M representative. RADM Houck will replace RADM Garerett. RADM Brown is retained (moving from the field representative position to the G-S position). RADM Brice-O'Hara will also be retained (moving from the G-WP position to the field representative position).

The Board was reminded to complete and submit the Chairmanship survey to Peter Melera.

Upcoming Meetings

Fall Meeting: 20-21 Nov 03 (meeting begins at 1200)
Winter Off-Site 2004: 28-30 Jan 04
Spring 2004: 7-9 April 04

K. T. Venuto
Chairman